

TYNGSBOROUGH ECONOMIC DEVELOPMENT PLAN

SUMMARY DOCUMENT

June 2006



Prepared for:

**The Town of Tyngsborough
Economic Development Committee**

Prepared by:

Northern Middlesex Council of Governments

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Acknowledgements

The Northern Middlesex Council of Governments (NMCOG) hereby acknowledges the active participation of the following members of the Tyngsborough Economic Development Committee:

- Richard Lemoine, Board of Selectmen
- Tracy Connor, resident
- Walter Eriksen, business representative
- Robert Nista, resident

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- Ellen Day Rawlings, Chairperson
- Robert W. Flynn, Executive Director
- Jay J. Donovan, Co-author
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I. Introduction

A. Project Overview

The Northern Middlesex Council of Governments (NMCOG) entered into a contract with the Town of Tyngsborough to develop the Tyngsborough Economic Development Plan as a means to encourage economic growth, while maintaining the quality of life for the town's residents. Funding for the project was appropriated by the Massachusetts Legislature, and the funds were made available to the Town through a grant managed by the Massachusetts Department of Housing and Community Development (DHCD).

Throughout the plan development process, NMCOG staff worked closely with Economic Development Committee. This document will be utilized to advance the goals of the town's 2004 Master Plan and *Affordable Housing Comprehensive Plan*. The Tyngsborough Economic Development Plan will also be tied into the regional *Comprehensive Economic Development Strategy (CEDS)* prepared for the Economic Development Administration (EDA) of the U.S. Department of Commerce. Collectively, the Tyngsborough Economic Development Plan and the documents outlined below, establish the framework for economic development and affordable housing initiatives in the town and the region:

- The *Master Plan for the Town of Tyngsborough*, prepared in 2004, is the community's policy plan for future growth and development. The Master Plan contains several recommendations that focus on economic development, including the creation of commercial nodes in the town center, evaluation of the benefits of establishing a mixed-use zoning district in the area of the proposed relocated Pawtucket Boulevard, the establishment of an I-2 zoning district, and identification of opportunities for additional development along Middlesex Road, Westford Road and Kendall Road;
- The *Greater Lowell Comprehensive Economic Development Strategy (CEDS) for 2004-2008*, a regional economic "blueprint" that outlines economic development initiatives for the region, builds upon the strengths and opportunities of the region's central city, Lowell, and the eight surrounding communities. Approval of the CEDS by the Economic Development Administration (EDA) of the U.S. Department of Commerce qualifies the Greater Lowell region for EDA funding; and
- By way of the *Tyngsborough Affordable Housing Comprehensive Plan*, the Town has developed a partnership with DHCD through the approval process associated with this document, and controls the future development of affordable housing as long as it is established in accordance with the approved plan.

The Tyngsborough Economic Development Plan is predicated on the land use, economic development and affordable housing strategies outlined in each of the documents described above.

B. The Economic Development Committee

The Tyngsborough Economic Development Committee is comprised of five members who have been appointed by the Board of Selectmen based on their skill set in the area of economic development. The committee is responsible for sustaining existing businesses within the town and actively pursuing new businesses opportunities, as outlined in the Town's 2004 Master Plan. According to the committee bylaws, the committee shall: "(1) identify parcels of land suitable for re-zoning opportunities, development by new businesses and industries, and enhancement of business simulation within the realm of the Master Plan; (2) work closely with Town officials, boards, committees and other entities to ensure proper adherence to Town By-laws and regulations...and develop a plan for fast track approvals of business expansion or development; and (3) develop marketing tools and materials to be used to attract new businesses and industries to the Town".

The Tyngsborough Economic Development Committee provided feedback to the NMCOG staff throughout the study process. The Committee met 1-2 times per month throughout the plan development process on the following dates:

- February 8, 2006
- March 7, 2006
- March 29, 2006 (Kick-Off Meeting)
- May 10, 2006
- May 31, 2006
- June 14, 2006 (Public Meeting)
- June 28, 2006.

C. The Study Areas

The Economic Development Plan focuses on five study areas, as shown on Maps 1 through 6 and described on the following pages.

- **Study Area A- Middlesex Road Corridor:** This area includes the land along the Middlesex Road corridor from the Chelmsford town line to the New Hampshire state line. The study area north of Kendall Road extends westerly to Route 3, and in the east incorporates the Pheasant Lane Mall parcel. Initially, the boundaries throughout the length of the corridor were established by cordoning an area 250 feet in each direction from the centerline of Middlesex Road. Each parcel with frontage on Middlesex Road was then incorporated into the study area. The westerly expansion of the study area north of Kendall Road was based on the Economic Development Committee's desire to examine undeveloped or vacant industrial parcels in that area.

North of Westford Road, the study area is zoned either Business/Commercial 2 or Business/Commercial 3. South of Westford Road, the area on the east side of Middlesex Road is zoned primarily for industrial use; while the zoning on the west side is a mix of Business/Commercial 1, Business/Commercial 3, Industrial, and

Residential 1. The Tyngsborough Water District provides water service throughout the Middlesex Road study area, except for the section of the corridor extending from Applewood Plaza north to the intersection of Locust Avenue/Farwell Road. Sewer has been constructed from the Chelmsford town line north to Old Tyng Road. Sewer service is currently unavailable north of Old Tyng Road.

- **Study Area B- Westford Road:** The boundaries of this study area extend along Westford Road, from the intersection of Westford Road and Middlesex Road, to the intersection of Westford and Swan Road. The Notre Dame Academy property has been incorporated into this study area.

The northeast end of the study area is zoned either Business/Commercial 2 or Business/Commercial 3. The area from Potash Hill Road southwest to the intersection of Westford Road and Dunstable Road is zoned either Industrial or Residential 2. Southwest of Dunstable Road, the study area is zoned either Business/Commercial 3 or Residential 3. The Tyngsborough Water District provides service throughout the study area. Sewer is only available in the area southwest of the intersection of Westford Road and Dunstable Road.

- **Study Area C- Pawtucket Boulevard:** This is the only study area east of the Merrimack River, and incorporates land in the vicinity of the proposed relocated Pawtucket Boulevard. The relocation project is being designed by MassHighway. It is anticipated that construction will commence in 2008.

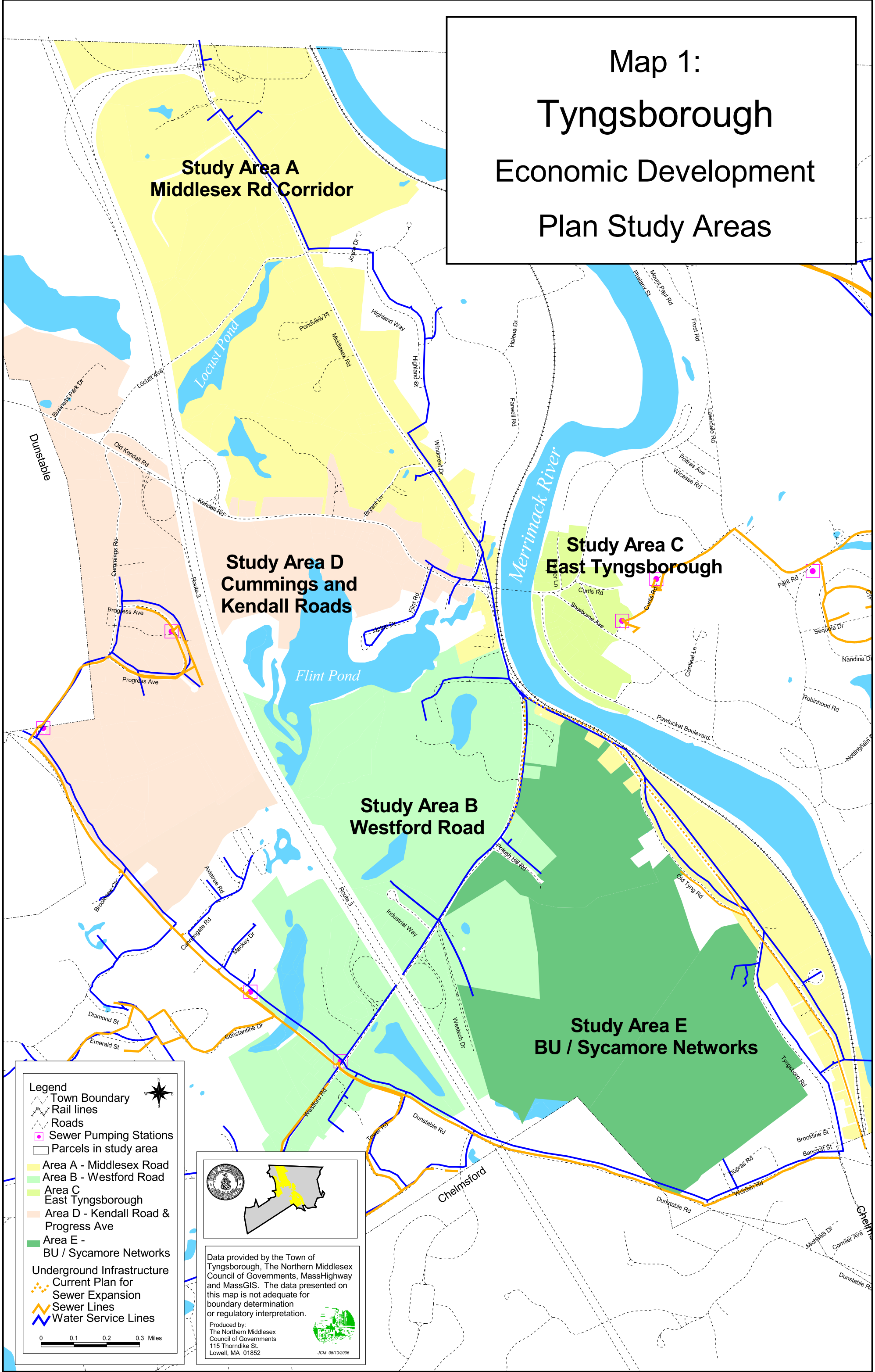
This study area is primarily zoned either Residential 1 or Residential 3, with the exception of the area immediately southeast of the intersection of Pawtucket Boulevard and Frost Road, which is zoned Business/Commercial 1. There is no water or sewer service available in this study area

- **Study Area D- Kendall Road:** This study area extends along Kendall Road from the intersection of Middlesex Road westerly to the Dunstable town line. The study area also extends to the south, on the west side of Route 3, and incorporates the Cummings Road/Progress Avenue area, including the site of the Charles George Landfill.

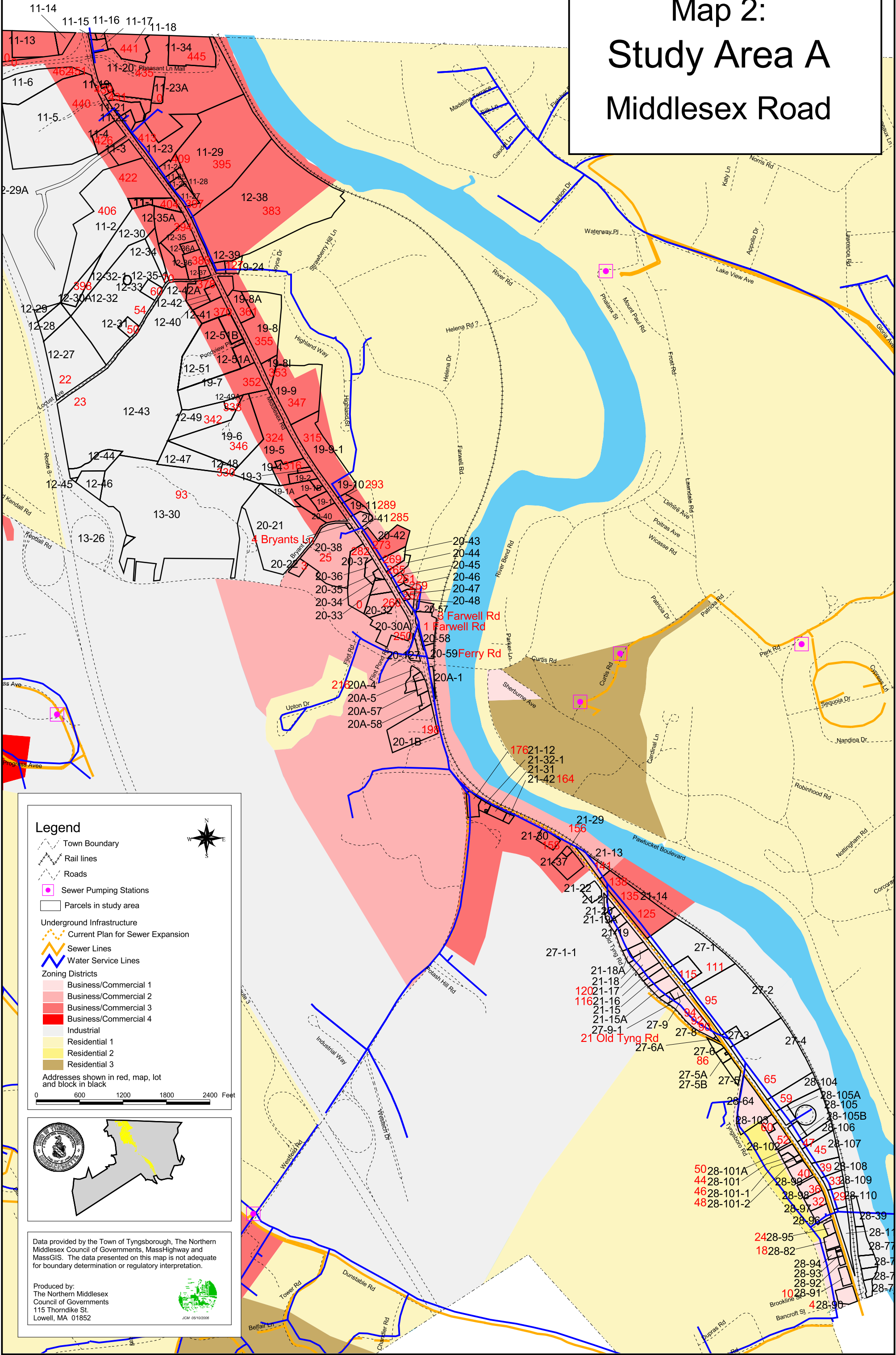
Much of this study area is zoned Industrial and Business/Commercial 2, with the exception of the area contiguous to the Dunstable town line that is zoned Residential 2. Water is available along Kendall Road within the Town Center, along Progress Avenue and along the southwestern portion of Cummings Road. Sewer is only available along Progress Avenue and the southwestern end of Cummings Road.

- **Study Area E- BU/Sycamore Networks:** This study area includes the property owned by Boston University, as well as the property owned by Sycamore Networks. In general, the area includes much of the land that lies between Old Tyng Road and the northern end of Westford Road.

Map 1:
Tyngsborough
Economic Development
Plan Study Areas

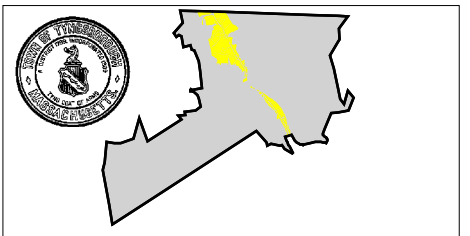


Map 2: Study Area A Middlesex Road



Legend

- Town Boundary
- Rail lines
- Roads
- Sewer Pumping Stations
- Parcels in study area
- Underground Infrastructure
 - Current Plan for Sewer Expansion
 - Sewer Lines
 - Water Service Lines
- Zoning Districts
 - Business/Commercial 1
 - Business/Commercial 2
 - Business/Commercial 3
 - Business/Commercial 4
 - Industrial
 - Residential 1
 - Residential 2
 - Residential 3
- Addresses shown in red, map, lot and block in black

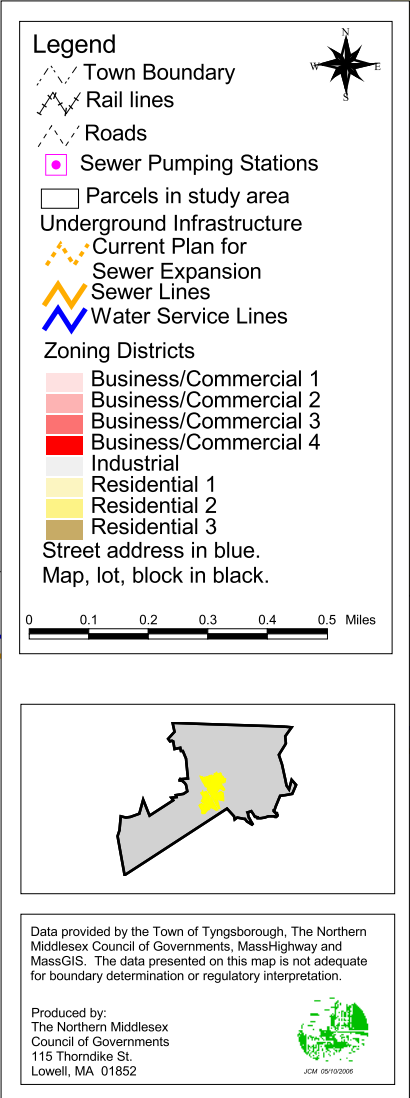


Data provided by the Town of Tyngsborough, The Northern Middlesex Council of Governments, MassHighway and MassGIS. The data presented on this map is not adequate for boundary determination or regulatory interpretation.

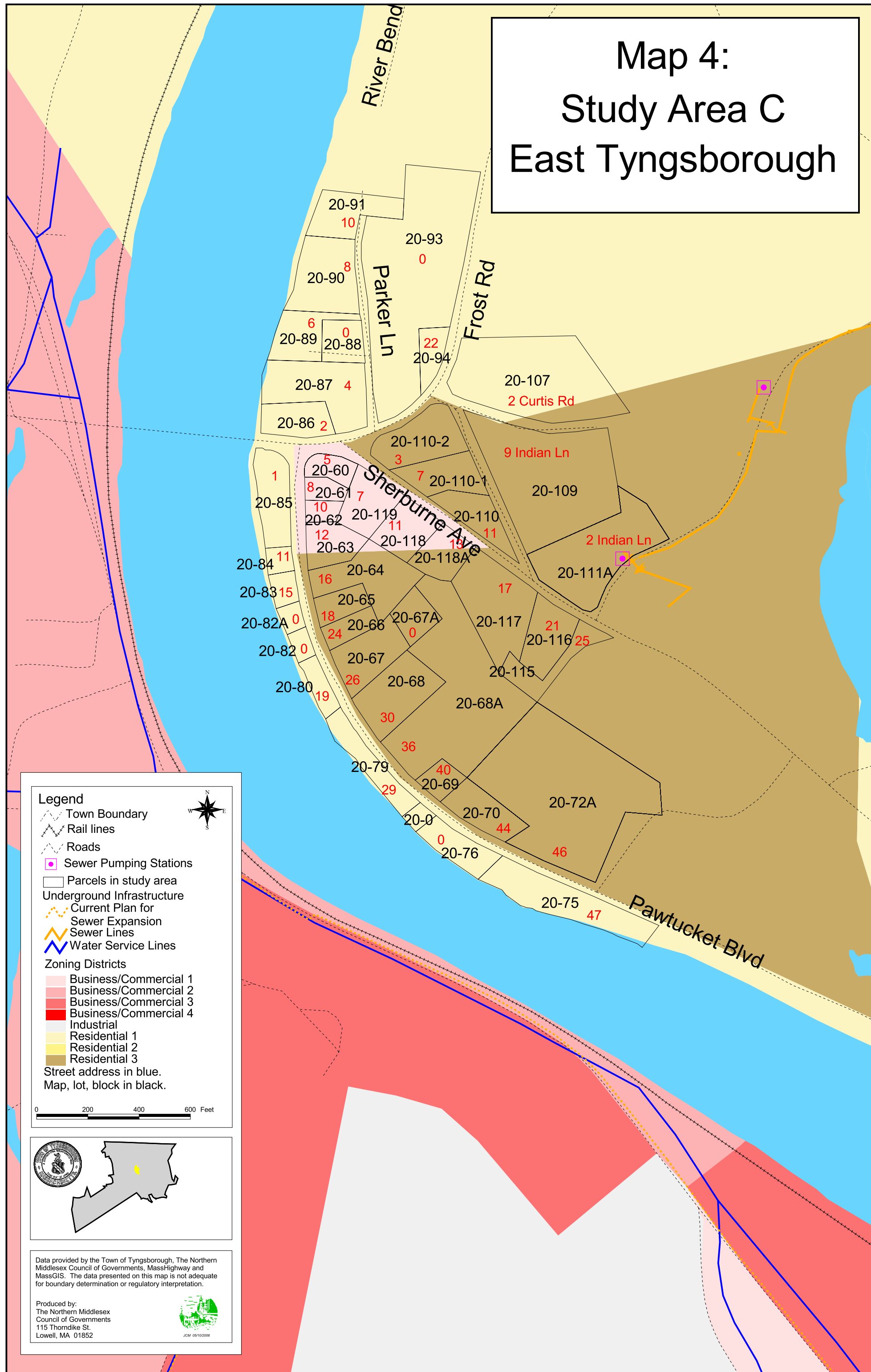
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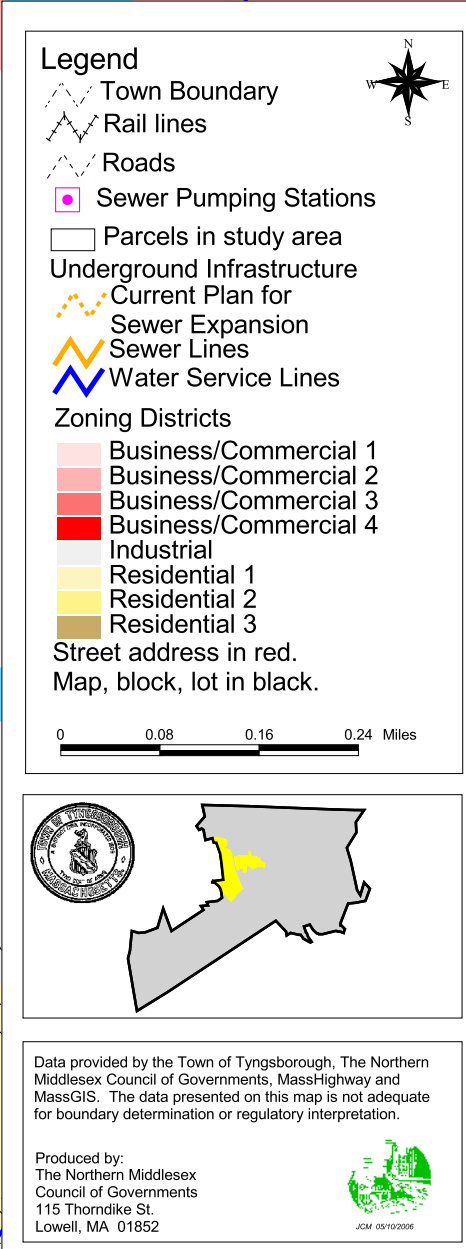
Map 3:
Study Area B
Westford Rd



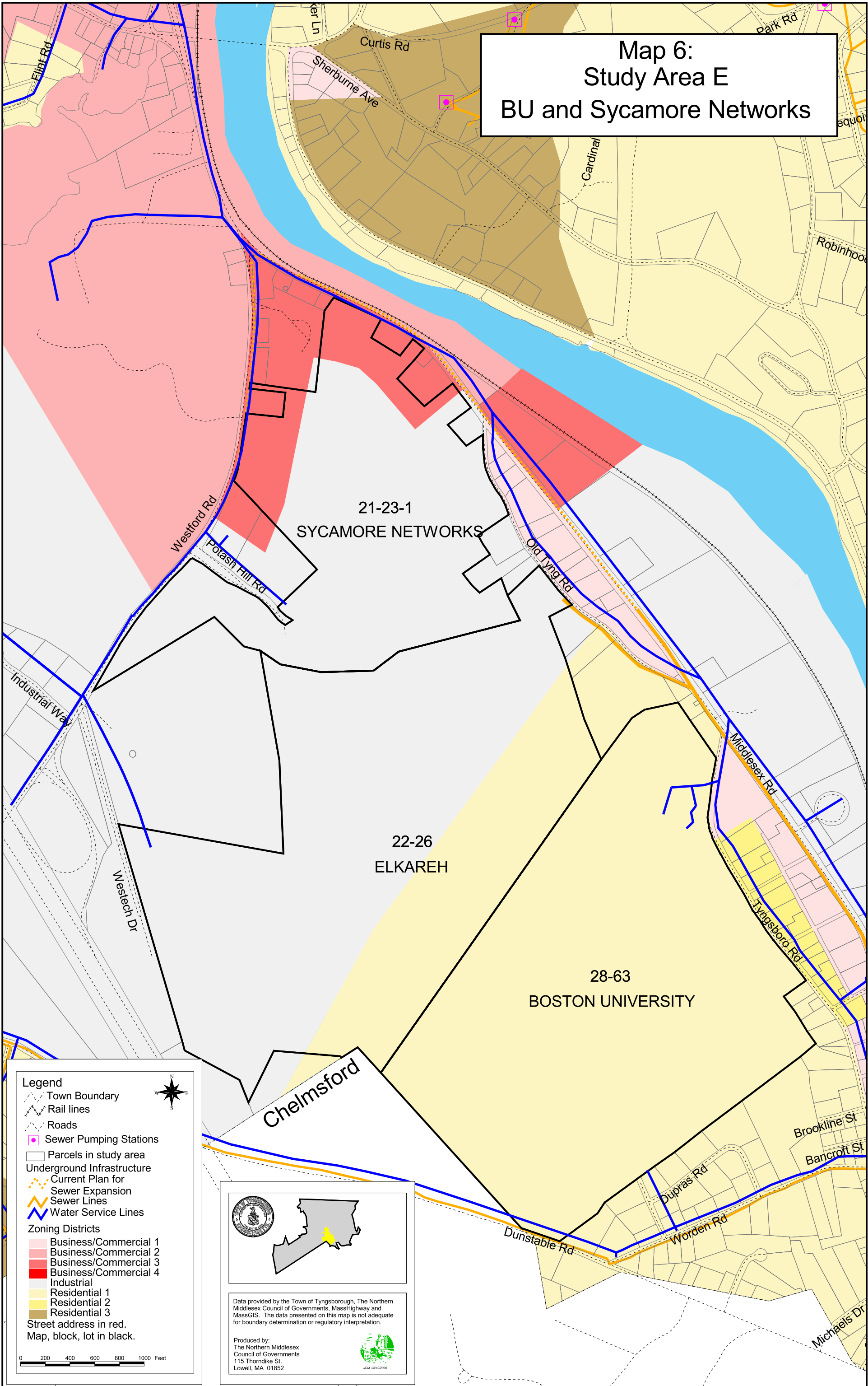
Map 4: Study Area C East Tyngsborough



Map 5:
Study Area D
Kendall Road & Cummings Road



Map 6:
Study Area E
BU and Sycamore Networks



The western portion of this study area is zoned Industrial, while the eastern portion is zoned Residential 1. Water service is available along the entire perimeter of the study area. Sewer is available nearby on Old Tyng Road, but has not been constructed within the area under the ownership of either Boston University or Sycamore Network. The Tyngsborough Sewer Commission has received the necessary state environmental permits to extend the existing sewer line to the Sycamore Networks parcel via Middlesex Road and Westford Road.

II. Recommendations

A. General Recommendations

The general recommendations address specific issues not related to any specific geographic area that need to be considered in order to move forward on the Study Area recommendations. These recommendations include those related to identifying the economic development tools available to the community, addressing public infrastructure issues related principally to water and sewer, establishing a supportive organizational framework with town staff, improving the permitting process, and developing design guidelines for the Town Center and Middlesex Road.

1. Economic Development Tools

There are numerous economic development tools available to the Town of Tyngsborough that can be utilized to encourage economic growth. As outlined in the *Greater Lowell Comprehensive Economic Development Strategy (CEDS) for 2004-2008* developed by NMCOG, Tyngsborough is one of nine Greater Lowell communities made eligible for economic development funds from EDA through the approval of the CEDS document. However, given its relatively low unemployment rate and higher per capita income, the Town won't be able to access these funds until there is a significant economic event, such as a major layoff or population loss. Yet, the Town will still benefit through the expenditure of EDA funds in other nearby communities through the jobs that will be created and are available to the entire region.

The Commonwealth of Massachusetts has also established the Economic Development Incentive Program (EDIP), which many communities in the region have taken advantage of. This program is administered by the Massachusetts Office of Business Development (MOBD) and is overseen by the Economic Assistance Coordinating Council (EACC). The EDIP reflects a partnership between the local community, private business and state government in order to create jobs, expand the local tax base and bring new revenues into the Commonwealth. Under this partnership, the local community works closely with the private business on a three-step process: establishing the Economic Target Area (ETA), identifying and establishing Economic Opportunity Areas (EOAs) and approving Certified Projects within the specific EOAs.

The Town of Tyngsborough would establish the ETA, which is defined as three or more contiguous census tracts in one or more communities that meet one of nine statutory

criteria for economic need. These criteria include common factors such as median household income, poverty rate, unemployment rate or commercial vacancy rate. In the case of Tyngsborough, the most achievable criteria will be subsection j: “the area has sited within it a development project of at least 200 acres to be used for the establishment of a regional technology center with the capability of supporting the build-out of 3,000,000 square feet of commercial or industrial space”. During the last few years, the extension of the ETA from Haverhill to Newburyport, the ETA in Dracut and the ETA in Bedford were approved based upon this criterion. Once the ETA is approved by the Board of Selectmen, Town Meeting and the EACC, the community can establish one or more EOAs and the community becomes eligible for brownfield assessment funds from MassDevelopment.

EOAs can be designated by the Town within the ETA for a period from 5 to 20 years and are targeted for areas that conform to the definition of a “blighted open area”, “decadent area”, or “substandard area” as defined by Massachusetts law. The EOAs are generally activated through Certified Project Applications, which are developed by the business or developer. Within the Certified Project Application, the proponent outlines either a special tax assessment or Tax Increment Financing (TIF) as its municipal tax incentive. The special tax assessment is a phased-in assessment of the total value of the project property, while the TIF is a 5-20 year property tax exemption based on the increased value of the property. (A chart that illustrates the TIF benefits has been included on page 26.) Additional state tax incentives are available, including a five-percent investment tax credit for qualifying tangible, depreciable assets and a ten-percent abandoned building tax deduction. The EOA’s and Certified Project applications need to be approved by the Board of Selectmen, Town Meeting and EACC as well.

The types of economic development tools available to the Town of Tyngsborough and its five project areas vary by location. As a non-entitlement Community Development Block Grant (CDBG) community, Tyngsborough is eligible to apply for CDBG funding on a competitive basis from DHCD in order to address its economic and housing situation. (Note: Entitlement communities under CDBG work directly with the U.S. Department of Housing and Urban Development (HUD) and receive an annual grant allocation.) These funds must address specific problems faced by low and moderate-income families and individuals and, due to the Town’s more favorable economic conditions, it is in a less competitive situation than other communities.

In addition to the economic development programs already mentioned, there are various infrastructure programs available from the U.S. Department of Agriculture Rural Development (USDA Rural Development) that the Town could qualify for. Other economic development programs at the state level include the District Improvement Financing (DIF) program and historic tax credits. Under the DIF program, public improvements associated with private investments may be paid for through future taxes attributable to the investment. Under the historic tax credits, property owners may receive up to 20% of the renovation costs to a historic structure in tax credits as a means to encourage investment in these properties.

Although there are technical resources available at the DHCD, such as the Commercial Area Revitalization District (CARD) and the Massachusetts Downtown Initiative (MDI), there are no funding resources attached to these programs. Non-profit funds, such as those associated with the Main Street Program, are generally available through the MOBD, so long as there is a non-profit entity available to manage the funds and implement the program.

Tyngsborough's tax rate for FY 2006 was \$11.60 per thousand dollars valuation for all classes of property. This single-tier tax rate has been instrumental in attracting businesses, and has given the town a competitive advantage over similar communities that have adopted tax classification. This single tax rate should be maintained.

The availability of an adequate and affordable housing supply is essential to attracting businesses to the community. The most recent housing study for the town was completed in 1998. A new housing study should be undertaken which includes updated school enrollment projections that consider the impacts of housing production on the school system and the town's finances.

In the future, the Tyngsborough Economic Development Committee should consider producing a general-purpose promotional brochure with a long shelf life. Information and data that changes frequently could be included on slip-sheets or inserts. The publication should include information on market access, work force characteristics, business costs and incentives, business climate, infrastructure, and quality of life issues.

2. Infrastructure Issues

The lack of infrastructure represents the greatest challenge to encouraging economic investment in Tyngsborough. The town needs to work with the Sewer Commission and the Tyngsborough Water District to plan for future infrastructure development as a means of encouraging and directing future growth in priority locations. Information from each of the Study Areas should be reviewed and a determination needs to be made at the municipal level as to what areas are most important to the Town's economic future.

The financing of infrastructure improvements does not have to fall totally on the municipal budget or the users. Other financing mechanisms, such as the infrastructure programs under the USDA Rural Development and the DIF financing, should be considered. The developers also have a role to play in financing the infrastructure improvements.

3. Organizational Framework and Professional Staff

The Town should review options related to the establishment of an Industrial Development Finance Authority (IDFA) or Economic Development and Industrial Commission (EDIC) to develop additional bonding options for industrial development. Professional capacity is needed at the municipal level to provide guidance to the town boards and to be available to prospective development interests. At a minimum this includes a town planner and town

engineer. The town should also consider hiring a highway superintendent who could handle issues related to transportation infrastructure. Typically, a town planner can generate sufficient grant monies to cover his or her salary. The town engineer's salary can be at least partially covered through peer review fees paid by developers. Without this professional assistance, the Town must rely on its overworked volunteers to complete the job.

Currently, there are many mixed-use properties in town that include small business uses within a residence. The Assessor's Office does not have adequate resources to provide the staff necessary to conduct field surveys of these properties. As a result, it is likely that the Town is not maximizing the tax revenues that could be collected. Hence, it is recommended that additional personnel be provided to conduct the needed surveys. The cost of this position would likely be recouped through the additional collected tax revenues.

4. Improved Permitting Process

The town should work to develop a process directed at improving the efficiency of the permitting process. Having a town planner or engineer to direct this process would be helpful. Town staff (planning, conservation, public safety, highway department, building department) should meet to review each development application and identify the outstanding permitting and design issues related to the project, and determine where there may be conflicts between the various boards in terms of design issues and mitigation.

The Town's rules and regulations should be periodically reviewed to ensure that they are current and streamlined to the greatest extent possible. This review would include the Zoning Bylaw, General Bylaws, local wetlands regulations, and special permitting rules and regulations. Some communities establish a By-law Review Committee to review all local bylaws on a 3-5 year basis, and then make recommendations for revisions to the appropriate town boards and commissions. It is then the responsibility of the each individual board or committee to decide whether the proposed revisions are appropriate, and to advance the changes to Town Meeting for adoption.

5. Design Guidelines for the Town Center and Middlesex Road

The town should develop design guidelines for the Town Center and Middlesex Road that will work in concert with the Town Center Overlay District and the Corridor Overlay Bylaw. These guidelines would address issues such as architecture, landscaping, signage, and lighting and are intended to visually improve the appearance of these areas. This should also make the permitting process go more smoothly for the developer.

B. Study Area Recommendations

In addition to the general recommendations, we have summarized specific recommendations for each of the five study areas: Middlesex Road, Westford Road, East Tyngsborough, Kendall Road and Cummings Road, and BU/Sycamore Networks, which are outlined on the following pages.

1. Middlesex Road Study Area

Middlesex Road serves as the primary “gateway” into Tyngsborough from the south and north. While land uses along the roadway are principally industrial and commercial, the corridor also contains some outstanding scenic views of the Merrimack River. The Town’s efforts to accommodate economic growth and development along the corridor should be conducted in a fashion that protects the river views that make Tyngsborough unique, contribute to the quality of life for its residents and visitors, and add to the economic value of property.

Middlesex Road provides the most interesting stretch of commercial and industrial properties from its emphasis upon restaurant and retail shops in the northern portion to the collection of stores in the Town Center area to the abandoned Hussey Plastics plant and the undeveloped Sycamore Networks property in the southern portion. There are also probably more varieties of condominiums – office, townhouse, garden-style and garage – than anywhere else. While there is a cluster of retail operations near the Nashua line and the beginnings of a Town Center commercial node, there is fairly limited commercial activity along Middlesex Road. Similarly, the industrial properties along this route are either limited in scope or vacant.

An analysis of the zoning in the Study Area shows that while the commercial components comprise 67.3% of all parcels, they only account for 39.3% of the total acreage in the area. The industrial components, however, only have 28.4% of the parcels, but 60% of the total acreage. While zoning can be viewed as the intent of the community, market forces often determine what actually gets built. As the “gateway” to the community from the north and south, Middlesex Road should be more focused as a commercial corridor, while also working to support development of its vacant industrial parcels. The future composition of this study area will depend to a large extent on what happens to the properties currently owned by Boston University and the Archdiocese.

The following actions are recommended:

- **Create a Corridor Overlay District along Middlesex Road from the Chelmsford Town line north to the intersection of Westford Road, and from Bryants Lane north to the New Hampshire line, as shown on Map 8 on page 28.** The Corridor Overlay District would supplement the underlying zoning districts and be directed at enhancing the visual quality of the corridor and protecting views of the Merrimack River. As part of the town’s effort to develop the Corridor Overlay District Bylaw, the desirability of protecting the remaining pockets of agriculture that lie along the southern portion of the corridor should be

investigated. If the town decides this land should be developed, the bylaw should ensure that development is designed in a fashion sensitive to the unique character of these parcels. This landscape is an important part of the community's heritage and this portion of the corridor serves as the southern gateway to Tyngsborough.

- **Work with the Tyngsborough Water District to address the need for water service in the northern end of the corridor between Applewood Plaza and the intersection of Farwell Road and Locust Avenue.** The addition of water service to this area would complete the water infrastructure along the corridor, thereby enhancing the marketability of properties in this area.
- **Address the lack of sewer infrastructure that exists throughout most of the study area.** The Tyngsborough Sewer Commission should develop a plan, formulate a funding strategy, and devise an implementation schedule for addressing the need for sewer infrastructure along the corridor, from Old Tyng Road north to the New Hampshire line.
- **Address Traffic Operations and Safety Issues.** A recent traffic and safety study completed by NMCOG identified the need for traffic improvements at the following locations: Middlesex Road at Kendall Road (Route 113); Middlesex Road at TJ Maxx Plaza; and Middlesex Road at the Route 3/Exit 36 ramp intersection. The town should work with MassHighway to address the Middlesex Road/Kendall Road intersection issues in conjunction with the improvements to the existing Tyngsborough Bridge and the design efforts for the second river crossing. The Nashua Regional Planning Commission (NRPC) has unveiled a plan to add a southbound off-ramp at Exit 36. Clearly, the project would impact traffic operations within the entire interchange area. Furthermore, should the northern alternative at the Pheasant Lane Mall be chosen as the appropriate location for a second Tyngsborough river crossing, there would be a need to reconfigure the roadway infrastructure in the area to accommodate the additional traffic. The town should continue to work closely with MassHighway, NRPC, the New Hampshire Department of Transportation (NHDOT), and NMCOG to ensure that future plans for this area also meet the economic development and transportation needs of the Town.
- **Address parcels with split zoning.** Presently, there are 30 parcels throughout the study area, comprising 270.17 acres, which lie within two different zoning districts. The majority (14 parcels) of these are split B-3/I-1, including two of the largest remaining developable vacant parcels along the corridor: 324 Middlesex Road (15.86 acres) and 406 Middlesex Road (25 acres). In addition, other developed parcels are split zoned as R-1/B-3. Examples include: 383 Middlesex Road (42.53 acres), currently used as a mini-golf and recreation facility; and 347 Middlesex Road (11.09 acres), home of the Tyngsborough Garden Center. Properties, such as these, are likely to be redeveloped at some point in the future as a more intensive business or commercial use. The zoning classification of such

parcels should be modified to provide consistency, to be compatible with adjacent properties, and to ensure the highest and best use of the property.

- **Promote and market the northern portion of the corridor as “Restaurant Row”.** One of the competitive advantages that the Tyngsborough has over New Hampshire is the state’s comparatively favorable meal tax rate. The town should continue to promote the northern section of the road as a highly desirable location for the food service industry. Construction of sewer infrastructure in this area would provide additional benefit in terms of attracting this type of development.
- **Create public access to the Merrimack River.** The Town should work toward acquiring land along the River in order to provide public access for active and passive recreation utilizing Community Preservation Act (CPA) monies or other possible funding sources, including state Self-Help monies. This action helps to improve quality of life and create balance between growth and development and environmental interests of the community.
- **Implement public transit improvements.** Presently, there is no public transit service available along the Middlesex Road corridor. The Town should work with the Lowell Regional Transit Authority (LRTA) to implement fixed route transit service along the corridor. With the development of two large residential 40B projects in the vicinity of Old Tyng Road, there will be increased demand for such service. Connecting these residential areas with the Town Center, the Town Hall/Library, and the many businesses along the corridor will benefit the community from both an economic development and transportation perspective.
- **Work closely with MassHighway as the design of the second river crossing advances to assess the project’s potential land use and economic development impacts.** While the location of the second permanent river crossing has not been definitively decided, the Board of Selectmen have voted unanimously to endorse Alternative 5/6, located south of the existing bridge. The west terminus of the approach roadway begins east of Potash Hill Road on Westford Road, tracks between the summit of Potash Hill and the Center Crest Condominium complex, and spans Middlesex Road and the river at a 90-degree angle. The other option under consideration is Alternative 14 that connects the Exit 36/Route 3 ramp with Frost Road, in the vicinity of the Pheasant Lane Mall. *The New Tyngsborough Bridge Transportation Study*, completed by MassHighway in February 2002, evaluated the potential land use and development impacts of each of the fourteen alternatives initially investigated.

In terms of Alternative 5/6, the study found that on the west side of the river commercial and industrial uses would be attracted to the new bridge access road. The land in this area is already zoned to accommodate such uses. It noted that some parcels may need to be reconfigured and the zoning adjusted to account for the land taken for the construction of the access road. For example, the B-1 zone south of

the proposed access road at Westford Road may need to be re-zoned to I-1 in order to be consistent with contiguous parcels.

The MassHighway study found that Alternative 14 would affect approximately five undeveloped parcels east of the mall parking lot. The new access road is anticipated to have a moderate effect on new commercial and industrial development within Tyngsborough, since immediate access to Route 3 already exists.

- **Provide pedestrian amenities and connections.** Presently, there are no sidewalks throughout most of the corridor. As growth continues, there will be a need to provide sidewalks and pedestrian connections. This need will be most immediate in the southern area of the corridor where two large housing complexes are now under construction. The town should develop a pedestrian and sidewalk plan for the area and work with future developers to implement the plan.
- **Establish Main Street Program.** The National Trust for Historic Preservation has administered the Main Street Program for more than twenty-five years and the purpose of this program is to encourage local communities to utilize a volunteer Board and a paid Director to shape Main Street as they see it and to promote it as a destination point for visitors. More than 1,700 communities across the country utilize the Main Street model and these communities have generated more than \$17 billion worth of downtown investment and more than 60,000 new businesses have opened. Although no funding is provided, the Main Street program focuses upon four major strategies – design, organization, promotion and economic restructuring. While the City of Boston is best known for this program, other communities, such as Beverly, Salem and Lowell, have established this program.

2. Recommendations for the Town Center

The Economic Development Committee identified the following goals for the future development of the Town Center area: (1) create a vibrant pedestrian-friendly town center; (2) attract new investment and foster economic development; (3) create a pleasant and aesthetically appealing environment; (4) maintain the area's unique historic character; and (5) tie together the center with the area on the east side of the river near the intersection of Frost Road and Pawtucket Boulevard. In order to accomplish these goals, the following actions are recommended:

- **Create a National Register Historic District in the Town Center and encourage the sensitive reuse of historic properties.** In 2002, the Town Center was deemed eligible for the creation of an historic district. Listing on the National Register recognizes that the area is important to the history of the community, state or nation. The National Register Historic District designation provides limited protection from adverse effects by state or federal-involved projects, and provides owners of municipal or private non-profit properties with the opportunity to apply for 50% matching state grants through the Massachusetts Preservation Projects Fund. It also allows owners of income-producing properties certain federal tax incentives for rehabilitation work. If there is no federal or state involvement in a

project, listing on the National Register does not in any way limit a property owner's handling of the property. As a long-term goal, the town may want to consider the formation of a local historic district. A local historic district is more restrictive to the property owner than a National Register District and must be established by a two-thirds majority vote of town meeting.

- **Create two commercial nodes in the town center on the west side of the Merrimack River.** The town's Master Plan recommends the creation of two commercial nodes in this area. The first node involves the historically sensitive reuse and development of properties within the town center. As a way of jumpstarting this effort, the Town should devise a plan for the reuse of the three municipal buildings in the center: the Old Town Hall, the Winslow School and the Littlefield Library.

The second node consists of neighborhood commercial style development in the vicinity of Westford Road and Middlesex Road. Land in this area is already appropriately zoned to accommodate this type of development (B-2 and B-3), but much of the land is presently under the ownership and control of Notre Dame Academy. The town should open discussions with the school and archdiocese with regard to the future of this property, as is discussed further below.

- **Open a dialogue with Notre Dame Academy and the Archdiocese regarding the future of the Notre Dame property.** The Notre Dame property is a key parcel relative to the future development of the Town Center, as well as the Westford Road corridor. This point is made apparent in the item above regarding the creation of a commercial node at the intersection of Westford Road and Middlesex Road where much of the land is controlled by Notre Dame Academy. Furthermore, the portion of the parcel fronting Middlesex Road, contiguous to the Brinley Housing complex, could be very valuable to the Town in terms of meeting its future public housing needs. In addition, this front land, with its breathtaking view of the river, would also be an ideal location for a new town common at some point in the future. The property is entirely zoned for commercial and industrial use and holds tremendous economic development potential. At a minimum, the town should negotiate for a first right-of-refusal should the property owners decide to sell a portion or all of the property. As a way of generating additional tax revenues, the town should also consider the possibility of negotiating PILOT payments (payment in lieu of taxes). Alternatively, the town may want to negotiate for the donation of the development rights for the property.
- **Provide pedestrian improvements within the Town Center.** Pedestrian circulation should be an integral part of future planning efforts in this area. Future traffic signal upgrades should include accommodations for pedestrians and bicycles. Sidewalks should be constructed along Middlesex Road within the Center area, particularly in the area between Brinley Terrace and Westford Road; and from the area in the vicinity of the Littlefield Library where the sidewalk currently ends, north to Bryants Lane. The Planning Board should require sidewalk construction

and pedestrian scale lighting for all new development projects within the area. Crosswalks should be clearly marked at all locations. The area could be visually enhanced by installing decorative paving or colored textured asphalt within the crosswalks. The Town should further investigate the possibility of providing a cross-country pedestrian path linking the town center and the new town hall and library, which would require the cooperation of the owners of two private properties at 260 and 280 Middlesex Road.

- **Expand the town common using Winslow Street.** The Town should consider expanding the town common by closing Winslow Street and incorporating this area into the common. This would add approximately 14,000 square feet of additional green space to the common. Adding this area to the five contiguous acres that exist at the Winslow School and the Littlefield Library would provide sufficient public green space to allow the town to hold community events such as fairs, festivals, farmers markets or summer concerts. Traffic counts collected by NMCOG during May 2006 indicate that 1,100 vehicles per day utilize this roadway presently. The addition of this traffic to the current intersection would have a minimal impact on the peak hour level of service. Minor geometric modifications would need to be made to the northern and western approaches of the intersection to provide sufficient turning radii for large trucks.
- **Create a Town Center Overlay District.** The Town should implement a Town Center Overlay District, employed in conjunction with underlying zoning. The Town Center Overlay District is intended to be used with the creation of a National Register Historic District, design guidelines to be developed by the Town, and site plan review. The Overlay District promotes flexible design criteria to encourage the re-use of historic properties; encourages pedestrian-oriented development to help support town center businesses through shared parking and pedestrian amenities; promotes mixed-uses and a diverse mix of housing types; and encourages the use of traditional town center design concepts with compatible commercial and civic and commercial uses. Map 7 on page 27 outlines the proposed boundaries for the Town Center Overlay District.
- **Finance Town Center improvements.** Tyngsborough Center could benefit principally from DIF funding and the Historic Tax Credits. The establishment of design guidelines by the Planning Board, in conjunction with the Historic Commission, could encourage greater use of historic tax credits as a means to finance investment in and improvements to commercial and residential historic properties.

3. Westford Road Study Area

The Westford Road Study Area extends along the northern portion of Westford Road from the Town Center southwest to the intersection of Westford Road and Swan Road. The corridor contains a mix of B-2, B-3, I-1, R-2, and R-3 zoning districts. The area surrounding the Route 3 interchange is primarily zoned I-1, although the area adjacent to

the southwest quadrant is zoned R-2. The industrial component dominates this area, comprising 76.2% of the total acreage. While the commercial component has a similar number of parcels, it comprises less than 10% (9.3%) of the total acreage.

Westford Road provides a contrast between the industrial properties near the Route 3 intersection and the commercial properties close to the Town Center. The investment by MassHighway in the widening and reconstruction of Route 3 has increased the value of properties along Westford Road near the interchange. The commercial component is comprised largely of the shopping center and retail stores on the west side of the Route 3 intersection and the small number of stores/shops in the Town Center area. The industrial component is comprised of an extensive number of industrial condominiums at Westech Drive and other semi-industrial parks on Industrial Way and Potash Hill Road. The properties along Potash Hill Road abut the Sycamore Networks property on Middlesex Road. There are a number of industrial properties for sale or rent in the area.

There will be increased investment in commercial properties adjacent to the Route 3 interchange, as well as an upgrade of the industrial properties in the area. While Westech Drive addresses an industrial niche that is unmet anywhere else in Tyngsborough, future industrial properties should be modeled after the Progress Avenue industrial park. There will also be increased demand for commercial properties to address the needs of the industrial workforce, as well as the residential units in the area. The further development of the commercial node in the Town Center would help strengthen both Westford and Middlesex Roads as a destination spot for residents and visitors alike.

The following measures are recommended to improve the economic development potential of the study area and to resolve land use conflicts:

- **Address the lack of sewer infrastructure that exists in the area between the Dunstable Road/Westford Road intersection and the intersection of Middlesex Road/Westford Road.** The Tyngsborough Sewer Commission should develop a plan, formulate a funding strategy, and devise an implementation schedule for addressing the need for sewer infrastructure north of Flint's Corner. The Sewer Commission may have an opportunity to work in partnership with the Gutierrez Company should they decide to move forward with development of the 50 Westford Road parcel, formerly known as the Sycamore Networks parcel.
- **Rezone the area contiguous to the southwest quadrant of the Route 3 interchange from R-2 to B-3.** This area is currently zoned for residential use, which may potentially be in conflict with the industrial and commercial uses along the corridor, and furthermore, it does not represent the highest and best use of land within an interchange area. It is recommended that this area be rezoned to B-3. Additional commercial development in this location would provide support services for the companies in the area, and would also serve the local neighborhood. It is further recommended that parcel 15-72 (the former Constantine Campground) be incorporated into the B-3 zone.

- **The Town should work to encourage higher and better uses of those industrial properties in the vicinity of the Route 3 interchange.** Currently, there are some uses, such as the self-storage facility, that do not represent the highest and best of industrial land located adjacent to a limited access highway. The Town should attempt to market this area for higher uses, such as office park development, commercial complexes, or a major hotel. Providing sewer infrastructure in the area would be key to attracting these types of businesses.
- **Address safety concerns associated with the development of the Wyndbrook over-55 housing complex and the new Tyngsborough Senior Center.** Wyndbrook, a large complex of over age 55 housing, and a new municipal senior center are currently under construction. Once completed, the new residents of this complex will have a desire to walk to the neighborhood shopping center at Flint's Corner. Sidewalks and other pedestrian amenities should be constructed to address the safety concerns associated with these new senior residents. Furthermore, the Council on Aging and the Town should work with the LRTA to ensure that adequate RoadRunner service is provided to meet the needs of the seniors.

4. **East Tyngsborough Study Area**

This study area incorporates land in the vicinity of the proposed relocated Pawtucket Boulevard and has the smallest composition of commercial and industrial properties of any study area. The study area is zoned either R-1 or R-3, with the exception of the area immediately southeast of the intersection of Pawtucket Boulevard and Frost Road, which is zoned B-1. There is no municipal water or sewer service currently available.

The intersection of Pawtucket Boulevard, Sherburne Avenue, and Frost Road suffers from inadequate capacity and poor sight distances. Major queuing and delays occur at this location on a daily basis. *The New Tyngsborough Bridge Transportation Study*, completed by MassHighway in February 2002, recommended the relocation of Pawtucket Boulevard to the east of the existing roadway. Under this design, Parker Lane will be relocated to the north, and Indian Lane will be reconfigured between the new tie-in with Sherburne Avenue and relocated Pawtucket Boulevard. The old Pawtucket Boulevard in the area of the existing bridge may be dead-ended. Design work for this project is at the 25% completion stage and MassHighway expects to advertise the project for construction in 2008.

The future of this area will be determined largely by the relocation of Pawtucket Boulevard and the siting of the new Tyngsborough Bridge. There needs to be a commercial node established to serve the residents on this side of the river, as well as other efforts to take advantage of the scenic beauty of the Merrimack River. No industrial activity should be targeted for this Study Area, although professional and retail services would be a welcome addition.

The following measures are recommended in the East Tyngsborough Study area to address the community's future economic development needs:

- **Work closely with MassHighway as the design of the second river crossing advances to assess the project's potential impacts on land use, economic development impacts and quality of life; to provide public access to the river; and to construct a riverwalk.** As mentioned in previous sections, while the location of the second permanent river crossing has not been definitively decided, the Board of Selectmen has voted unanimously to endorse Alternative 5/6, located south of the existing bridge. The west terminus of the approach roadway begins east of Potash Hill Road on Westford Road, tracks between the summit of Potash Hill and the Center Crest Condominium complex, and spans Middlesex Road and the river at a 90-degree angle. The other option under consideration is Alternative 14 that connects the Route Exit 36/Route 3 ramp with Frost Road, in the vicinity of the Pheasant Lane Mall, and lies outside this study area.

The New Tyngsborough Bridge Transportation Study, completed by MassHighway in February 2002, evaluated the potential land use and development impacts of each of the fourteen alternatives initially investigated. In terms of Alternative 5/6, the study found that on the east side of the river four parcels would be affected by the construction of the new bridge. In addition, the study found that increased accessibility might make the area more attractive for higher density housing development since most of the area is currently zoned R-2, and that the B-1 zone near the existing bridge would attract development interests.

Construction of the new bridge under Alternative 5/6 will require the design of a ramp system on the east side of the river. It is suggested that the Town work with state officials on a plan to provide public access to the river and construct a riverwalk as part of the project's mitigation. The state could acquire the necessary rights-of-way as part of the property acquisition for the bridge project.

In addition, the Town should work with MassHighway to relocate any businesses displaced by the bridge project to a suitable location within the Town Center. For instance, the convenience store could potentially be relocated to the Shur-Fine site that is currently for sale.

- **Address the lack of water and sewer infrastructure that exists throughout the study area.** The Tyngsborough Sewer Commission should develop a plan, formulate a funding strategy, and devise an implementation schedule for addressing the need for sewer infrastructure within this study area. Furthermore, the Town should work with the Tyngsborough Water District to address the need for water service in the area.
- **Create a neighborhood commercial/service node along the Old Pawtucket Boulevard.** The Town should modify the zoning to allow for the creation of a neighborhood commercial/service node along Pawtucket Boulevard between Frost Road and the intersection with the relocated Pawtucket Boulevard. This node would accommodate businesses such as a dry cleaner, bank, pizza shop, or convenience store.

- **Capitalize on economic incentives created by state and federally funded transportation improvements.** The investment by MassHighway in the relocation of Pawtucket Boulevard and the construction of a new Tyngsborough Bridge will provide the major economic catalyst for this Study Area. The additional traffic attracted to this area by the improvements, and the resultant captive market, should provide the necessary economic catalyst to attract retail businesses to the area. The availability of CPA and Self-Help funds from the State should be utilized to enhance the scenic setting. There should also be a pedestrian and bicycle link established to the Town Center to encourage residents and visitors to frequent establishments on both sides of the river.

5. **Kendall Road/Cummings Road Study Area**

The Kendall Road and Cummings Road Study Area extends along Kendall Road from the intersection of Middlesex Road westerly to the Dunstable town line. The study area also extends to the south, on the west side of Route 3, and incorporates the Cummings Road/Progress Avenue area, including the site of the Charles George Landfill. Much of the area is zoned I-1 and B-2, with the exception of the following areas which are zoned R-1: along the northern side of Kendall Road from Route 3 west to Business Park Drive; along the southern side of Kendall Road from Cummings Road west to the Dunstable town line; and along the westerly side of Cummings Road.

The Route 3 investment by MassHighway has increased the property values in this area and access to the Park and Ride facility, once completed, will increase the utilization of this interchange. The industrial properties along Progress Avenue reflect high-quality industries which should be replicated in future industrial parks. There are some limited commercial sites that serve residents and employees in the area. Less than 25% (24.4%) of the parcels in this area are zoned principally for commercial use, representing only 12% of the total acreage. On the other hand, the areas with industrial components comprised 62.3% of the total acreage and represented 42.9% of all parcels. Water service is available along Kendall Road between Middlesex Road and Upton Drive, and along the southwestern portion of Cummings Road. Sewer is only available along Progress Avenue and the southwestern end of Cummings Road.

Future development in this area will include commercial activity in the Route 3 interchange/Park and Ride area, as well as increased investment near the Town Center. To the extent possible, industrial and commercial uses should exist side-by-side, while residential uses should be generally separated from industrial uses in order to minimize conflicts. In particular, the Town should look at rezoning some of the residential parcels to business along the main corridors – Cummings Road and Kendall Road. The recommendation to eliminate the I-2 zone and to distribute the acceptable allowable uses within the I-1 zone will ensure that this area doesn't get inundated with heavy industrial uses that conflict with the residential properties in the area.

The following measures are recommended to address the area's future economic development needs:

- **Rezone the westerly side of Cummings Road for commercial use.** The rezoning will serve to resolve future potential conflicts with the residential uses and will provide support services for the industrial and office complexes located along Progress Avenue, and for nearby neighborhoods.
- **Reconstruct Cummings Road.** Presently, Cummings Road is in poor condition and of inadequate design to accommodate future growth and development. The roadway should be reconstructed to meet present day design and safety standards, incorporating pedestrian and bicycle accommodations. Traffic conditions at the intersection of Cummings Road and Kendall Road should be evaluated and periodically monitored to determine whether the intersection meets traffic signal warrants.
- **Address the lack of sewer and water infrastructure that exists throughout the majority of the study area.** The Tyngsborough Sewer Commission should develop a plan, formulate a funding strategy, and devise an implementation schedule for addressing the need for sewer infrastructure. Providing such infrastructure will be key to the future viability of developing the remaining large tracts of industrial land that lie east of Route 3 along Kendall Road. The Town should work with the Tyngsborough Water District to formulate a plan for providing water service to this area in order to attract future development.
- **Provide transit service to the Route 3 Park and Ride lot recently constructed by MassHighway.** It is anticipated that the Park and Ride lot along Kendall Road will open by the end of the summer. The Town should work with the LRTA and the Massachusetts Executive Office of Transportation (EOT) to provide bus service between the lot and the Gallagher Terminal/Lowell Commuter Rail station.
- **Ensure that the B-2 uses along Kendall Road, east of Bryants Lane are in keeping with the historic character of the Town Center.** (Please refer to the recommendations regarding the Town Center provided on pages 17-19.)
- **Revise the zoning bylaw as it pertains to allowed uses within the I-1 district.** The Cummings Road area was initially considered as a possible location for an I-2 district. Given the absence of available infrastructure, the Economic Development Committee alternatively recommends that the I-2 zone be struck from the zoning bylaw and that the uses allowed within the I-1 district be expanded to incorporate certain uses that would have been allowed by right within an I-2 district.

6. BU/Sycamore Networks Study Area

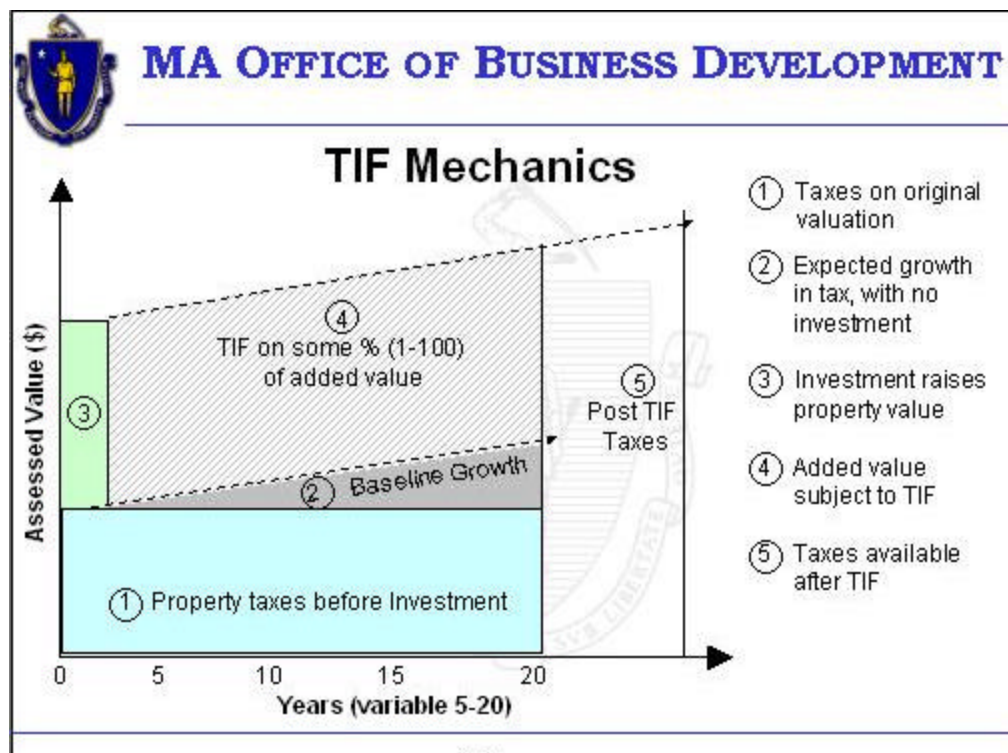
The BU/Sycamore Networks study area includes the properties owned by Boston University and Sycamore Networks. The presence of BU's Corporate Conference Center in Tyngsborough should be a means to attract more businesses through a partnership between the Town and Boston University. The future of this property will have an impact upon the community and could complement the development of the former Sycamore Networks property. The study area generally includes much of the land that lies between Old Tyng Road and the northerly end of Westford Road. The western portion of the study area is zoned I-1, while the eastern portion is zoned R-1.

Sewer service is nearby on Old Tyng Road, but has not been extended to these properties. The Tyngsborough Sewer Commission has received the necessary environmental clearances to extend the existing sewer line to the Sycamore Networks parcel via Middlesex Road and Westford Road. Recently, the Gutierrez Company acquired an option on the Sycamore Networks parcel and has reopened discussions with the state environmental permitting agencies relative to the possibility of extending the sewer line cross country from Old Tyng Road to the site. The following actions are recommended to address the economic development needs of this area:

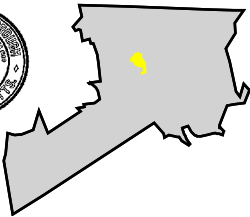
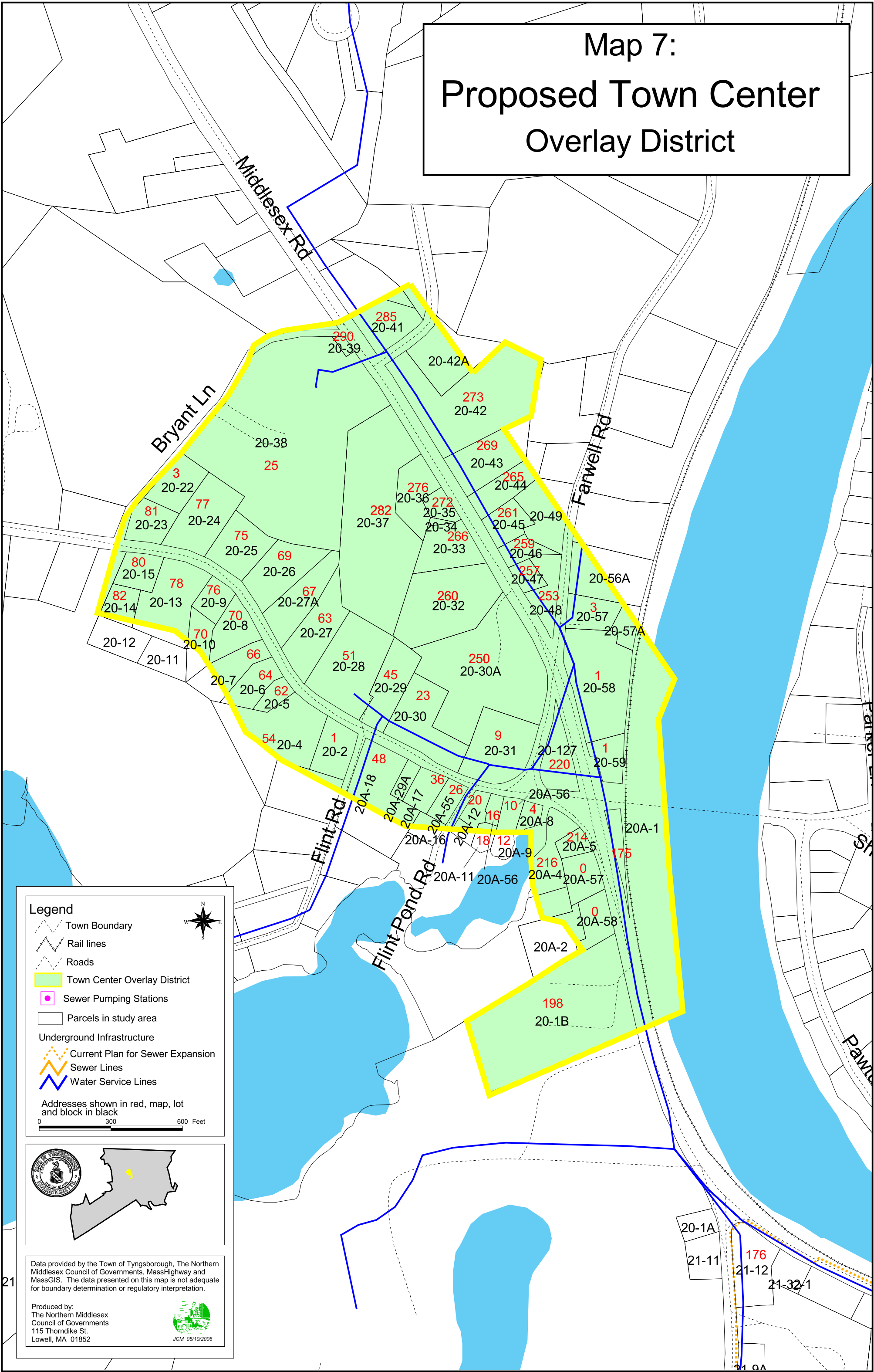
- **The Town should consider forming a promotional partnership with Boston University.** Under this partnership, the town would agree to promote the corporate training facility as a way of attracting visitors to the town who would patronize local businesses. In turn, BU would agree to provide its students and corporate clients with information regarding local shopping, dining and service establishments.
- **Open a dialogue with Boston University regarding the future of this 177-acre parcel.** The BU property is a key parcel relative to the future development of this area. The entire parcel is currently zoned for residential use. The Town should give consideration to rezoning some or the entire parcel to accommodate technology type businesses that would benefit from access to the training facility. At a minimum, the town should negotiate for a first right of refusal should the property owners decide to sell a portion or all of the property. As a way of generating additional revenues, the town should also consider the possibility of negotiating PILOT payments.
- **Implement public transit improvements.** Presently, there is no public transit service available along the Middlesex Road or Westford Road corridors. As these parcels are developed, the Town should work with the LRTA to implement fixed route transit service in the area.
- **Address the lack of water and sewer infrastructure that exists throughout the study area.** The Tyngsborough Sewer Commission should develop a plan, formulate a funding strategy, and devise an implementation schedule for

addressing the need for sewer infrastructure within this study area. Furthermore, the Town should work with the Tyngsborough Water District and the development community to address the need for water service in this area.

- **The Town should apply for ETA status.** The combination of these two parcels should make Tyngsborough eligible as an ETA under the EDIP and would meet the State's concept of a High Technology Center under subsection j. Not only would there be the industrial and/or commercial land to develop the property to create jobs, there would be a training facility to attract high technology firms from across the Merrimack Valley to address common issues. In addition, the parcels owned by Sycamore Networks and Hussey Plastics could become eligible as EOAs, which would make these parcels more attractive economically for a high technology firm or developer. Based upon a recent meeting with a MOBD official, the Town was encouraged to submit an ETA application. Also, approval as an ETA would make state brownfields assessment funds available from MassDevelopment, which could address other problem areas in the community. Below, the process for determining the added value component of the TIF is shown through the TIF mechanics drawing provided by MOBD.



Map 7: Proposed Town Center Overlay District



Data provided by the Town of Tyngsborough, The Northern Middlesex Council of Governments, MassHighway and MassGIS. The data presented on this map is not adequate for boundary determination or regulatory interpretation.

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**Map 8:
Middlesex Road
Proposed Corridor
Overlay District**

Legend

- Town Boundary
- Rail lines
- Roads
- Sewer Pumping Stations
- Middlesex Road Overlay District
- Parcels in study area

Underground Infrastructure

- Current Plan for Sewer Expansion
- Sewer Lines
- Water Service Lines

Addresses shown in red, map, lot and block in black

0 600 1200 1800 2400 Feet

Data provided by the Town of Tyngsborough, The Northern Middlesex Council of Governments, MassHighway and MassGIS. The data presented on this map is not adequate for boundary determination or regulatory interpretation.

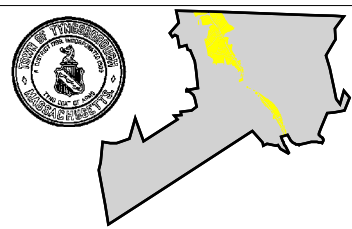
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JCM 05/10/2006

The map displays the Middlesex Road Overlay District, bounded by the Town Boundary to the north and east, and the Rail lines to the west. The district is divided into several parcels, some of which are currently under sewer expansion. The legend identifies the following features:

- Town Boundary:** Indicated by a dashed line with 'x' marks.
- Rail lines:** Indicated by a dashed line with cross-ticks.
- Roads:** Indicated by a dashed line.
- Sewer Pumping Stations:** Indicated by a pink circle.
- Middlesex Road Overlay District:** Indicated by a pink shaded area.
- Parcels in study area:** Indicated by a white area with a black border.
- Underground Infrastructure:**
 - Current Plan for Sewer Expansion:** Indicated by a yellow dashed line.
 - Sewer Lines:** Indicated by a yellow solid line.
 - Water Service Lines:** Indicated by a blue solid line.

Addresses shown in red, map, lot and block in black



Data provided by the Town of Tyngsborough, The Northern Middlesex Council of Governments, MassHighway and MassGIS. The data presented on this map is not adequate for boundary determination or regulatory interpretation.

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JCM 05/10/2006

III. Conclusions, Priority Recommendations and Plan Implementation

The Tyngsborough Economic Development Committee should continue to play a major role in facilitating the implementation of the Economic Development Plan. Should the Town decide to initiate a Main Street Program, some duties relative to the Middlesex Road Study Area could be shared with the Main Street Committee. In addition to the oversight and coordinating role of the Economic Development Committee, implementation of the plan will require collaboration and cooperation on the part of many local and regional boards and committees including: the Board of Selectmen, the Planning Board, the Conservation Commission, the Historic Commission, the Sewer Commission, the Tyngsborough Water District, the Highway Department, the Council on Aging, and the Lowell Regional Transit Authority. In the future, the NMCOG will be available to provide some assistance to the town relative to transportation issues; zoning and land use issues; and economic development incentives and tools, such as the establishment of an ETA.

One of the most critical recommendations of the plan is to fill key personnel positions within Town government. A town planner, town engineer and highway superintendent are vital positions and these individuals will be needed to oversee and manage many of the projects outlined in the Economic Development Plan. In addition, a town planner possesses the technical expertise needed to prepare the grant applications that are necessary to access the financial resources to help fund the implementation of the Plan.

The matrices contained in Tables 1, 2, and 3 on the following pages provide a list of short-term (within 18 months), intermediate (2-4 years) and long-term (5 years or more) actions and identify the entity(ies) responsible for implementation. It is expected that these actions will be implemented based on relative priority, cost and funding availability. These actions are broken out into general items and actions that are specific to individual study areas.

Table 1: Short-Term Action Items and Implementation Responsibility

Action Item	Implementation Responsibility
General Recommendations	
<ul style="list-style-type: none"> Establish an Economic Target Area (ETA) and work with developers to identify certified projects. 	Economic Development Committee, Board of Selectmen, Town Meeting
<ul style="list-style-type: none"> Designate Economic Opportunity Areas (EOAs); work with developers to develop certified projects. 	Economic Development Committee, Board of Selectmen, Town Meeting
<ul style="list-style-type: none"> Pursue grant opportunities such as USDA Rural Development monies and Smart Growth Technical Assistance funds. 	Economic Development Committee, Board of Selectmen
<ul style="list-style-type: none"> Investigate the establishment of an IDFA or EDIC for access to additional bonding authority. 	Economic Development Committee, Board of Selectmen
<ul style="list-style-type: none"> Develop an implementation and funding plan for addressing sewer infrastructure needs. This plan should include a strategy for completing outside obligations with the Massachusetts Environmental Policy Act office (MEPA). 	Sewer Commission, Board of Selectmen, Economic Development Committee
<ul style="list-style-type: none"> Develop a plan for addressing water service needs. 	Tyngsborough Water District, Economic Development Committee, Board of Selectmen
<ul style="list-style-type: none"> Address town government staffing issues, adding a town planner, town engineer and highway superintendent. 	Board of Selectmen, Town Meeting
<ul style="list-style-type: none"> Improve the permitting process through bi-monthly “Development Committee” meetings with staff for the Planning Board, Conservation Committee, ZBA, police, fire, and building departments, to jointly discuss development proposals and permit applications. Work with developers to ensure a smooth permitting process. 	Town Administrator, Board of Selectmen
<ul style="list-style-type: none"> Produce a general-purpose promotional brochure, including information on market access, work force characteristics, business incentives, infrastructure and quality of life issues. 	Economic Development Committee

Table 1: Short-Term Action Items and Implementation Responsibility (cont'd)

Action Item	Implementation Responsibility
<ul style="list-style-type: none"> Retain the current single property tax rate for all classes of property. 	Board of Selectmen, Board of Assessors, Economic Development Committee
<ul style="list-style-type: none"> Provide Assessor Office staff to survey and appropriately assess mixed-use properties. 	Board of Selectmen, Board of Assessors, Town Meeting
<ul style="list-style-type: none"> Review town by-laws, and rules and regulations every 3-5 years. 	Board of Selectmen, Planning Board, Conservation Commission, Zoning Board of Appeals
<ul style="list-style-type: none"> Undertake a housing study that incorporates updated school enrollment projections. 	Economic Development Committee, Board of Selectmen, School Committee
Middlesex Road Study Area	
<ul style="list-style-type: none"> Address the need for water service in the area between Applewood Plaza and the intersection of Farwell Road and Locust Avenue. 	Tyngsborough Water District, Economic Development Committee, Board of Selectmen
<ul style="list-style-type: none"> Develop a strategy and funding plan to address the lack of sewer infrastructure north of Old Tyng Road. 	Sewer Commission, Board of Selectmen, Economic Development Committee
<ul style="list-style-type: none"> Market and promote “Restaurant Row”. 	Economic Development Committee
<ul style="list-style-type: none"> Implement public transit service along the Middlesex Road corridor. 	Board of Selectmen, Lowell Regional Transit Authority
<ul style="list-style-type: none"> Establish a Main Street Program to define the corridor and tie in commercial and industrial uses. 	Economic Development Committee, Board of Selectmen
<ul style="list-style-type: none"> Develop design guidelines to be applied to Middlesex Road and the Town Center. 	Planning Board, Economic Development Committee, Town Meeting
Town Center	
<ul style="list-style-type: none"> Create a National Register Historic District. 	Historic Commission, Board of Selectmen, Town Meeting
<ul style="list-style-type: none"> Establish a Commercial Node in the Town Center. 	Board of Selectmen, Economic Development Committee, Planning Board, Town Meeting

Table 1: Short-Term Action Items and Implementation Responsibility (cont'd)

Action Item	Implementation Responsibility
<ul style="list-style-type: none"> Open a dialogue with Notre Dame regarding the future of the property. Discuss first-right-of-refusal, PILOT payments and/or donation of development rights. 	Board of Selectmen, Economic Development Committee
<ul style="list-style-type: none"> Create a Town Center Overlay District and Bylaw. 	Planning Board, Town Meeting
<ul style="list-style-type: none"> Identify appropriate uses for the vacant municipal buildings in the Center. 	Board of Selectmen, Historic Commission
Westford Road Study Area	
<ul style="list-style-type: none"> Develop a plan to address the lack of sewer infrastructure in the area between the intersection of Westford Road and Middlesex Road and Flint's Corner. 	Sewer Commission, Economic Development Committee, Board of Selectmen
<ul style="list-style-type: none"> Rezone the area contiguous to the Route 3 southbound ramps from R-2 to B-3. 	Planning Board, Town Meeting
<ul style="list-style-type: none"> Address the transit and pedestrian safety issues related to the opening of the new Senior Center and Wyndbrook. 	Board of Selectmen, Council on Aging, Lowell Regional Transit Authority
East Tyngsborough Study Area	
<ul style="list-style-type: none"> Work closely with MassHighway relative to the design of the Pawtucket Boulevard relocation project. 	Board of Selectmen
Kendall Road/Cummings Road Study Area	
<ul style="list-style-type: none"> Rezone the westerly side of Cummings Road for commercial use. 	Planning Board, Town Meeting
<ul style="list-style-type: none"> Provide transit service to the Park and Ride lot on Kendall Road. 	Board of Selectmen, Lowell Regional Transit Authority
<ul style="list-style-type: none"> Ensure that B-2 uses along Kendall Road, east of Bryants Lane, are in keeping with the historic character of the Town Center. 	Planning Board, Historic Commission
<ul style="list-style-type: none"> Revise the town zoning bylaw as it pertains to uses allowed with the I-1 zone; eliminate the I-2 zone from the town's zoning bylaw. 	Planning Board, Town Meeting

Table 1: Short-Term Action Items and Implementation Responsibility (cont'd)

Action Item	Implementation Responsibility
BU/Sycamore Networks Study Area	
<ul style="list-style-type: none"> Form a promotional partnership with Boston University. 	Board of Selectmen, Economic Development Committee
<ul style="list-style-type: none"> Open a dialogue with BU regarding the future of the parcel. Negotiate a first right-of-refusal and/or PILOT payments. 	Board of Selectmen, Economic Development Committee
<ul style="list-style-type: none"> Initiate public transit service along the Middlesex Road corridor. 	Board of Selectmen, Lowell Regional Transit Authority
<ul style="list-style-type: none"> Develop a plan to address the lack of sewer and water infrastructure. 	Tyngsborough Water District, Sewer Commission, Board of Selectmen, Economic Development Committee
<ul style="list-style-type: none"> Work with the prospective developers of Sycamore Networks property. 	Economic Development Committee, Board of Selectmen
<ul style="list-style-type: none"> Designate Economic Opportunity Areas (EOAs). 	Economic Development Committee, Board of Selectmen, Town Meeting

Table 2: Intermediate Action Items and Implementation Responsibility

Action Item	Implementation Responsibility
General Recommendations	
<ul style="list-style-type: none"> Continue to address water and sewer infrastructure needs by implementing projects as funding is obtained. 	Tyngsborough Water District, Board of Selectmen, Sewer Commission
<ul style="list-style-type: none"> Continue to pursue grant opportunities to implement various components of the Economic Development Plan. 	Board of Selectmen, Economic Development Committee, Planning Board
Middlesex Road Study Area	
<ul style="list-style-type: none"> Create a Corridor Overlay District and Bylaw. 	Planning Board, Town Meeting

Table 2: Intermediate Action Items and Implementation Responsibility (cont'd)

Action Item	Implementation Responsibility
<ul style="list-style-type: none"> Address the traffic improvements needed at the intersections of Middlesex Road/Kendall Road, Middlesex Road/TJ Maxx Plaza, and Middlesex Road/Route 3 Exit 36 ramp; work with MassHighway regarding the design of the second river crossing. 	Board of Selectmen, Planning Board, MassHighway
<ul style="list-style-type: none"> Continue to address sewer infrastructure needs along the corridor. 	Sewer Commission, Economic Development Committee, Board of Selectmen, Town Meeting
<ul style="list-style-type: none"> Address parcels with split zoning by modifying the zoning to provide consistency and compatibility with adjacent properties. 	Planning Board, Town Meeting
<ul style="list-style-type: none"> Provide pedestrian amenities and connections. 	Planning Board, Board of Selectmen, Town Meeting
<ul style="list-style-type: none"> Provide public access to the Merrimack River. 	Conservation Commission, Board of Selectmen, Town Meeting
Town Center	
<ul style="list-style-type: none"> Implement pedestrian improvements. 	Board of Selectmen, Planning Board, Town Meeting
<ul style="list-style-type: none"> Expand the Town Common. 	Board of Selectmen, Town Meeting
<ul style="list-style-type: none"> Finance Town Center Improvements. 	Economic Development Committee, Board of Selectmen, Historic Commission, Town Meeting
Westford Road Study Area	
<ul style="list-style-type: none"> Continue to address water and sewer infrastructure needs. 	Sewer Commission, Economic Development Committee, Board of Selectmen, Tyngsborough Water District, Town Meeting
<ul style="list-style-type: none"> Encourage higher and better uses of properties in the vicinity of the Route 3 interchange. 	Planning Board, Economic Development Committee
East Tyngsborough Study Area	
<ul style="list-style-type: none"> Address water and sewer infrastructure needs. 	Sewer Commission, Economic Development Committee, Board of Selectmen, Tyngsborough Water District, Town Meeting
<ul style="list-style-type: none"> Create a neighborhood commercial node along Pawtucket Boulevard. 	Planning Board, Town Meeting

Table 2: Intermediate Action Items and Implementation Responsibility (cont'd)

Action Item	Implementation Responsibility
<ul style="list-style-type: none"> Capitalize on economic incentives created by the relocation of Pawtucket Boulevard. 	Economic Development Committee
Kendall Road/Cummings Road Study Area	
<ul style="list-style-type: none"> Reconstruct Cummings Road. 	Board of Selectmen, Highway Department
<ul style="list-style-type: none"> Address water and sewer infrastructure needs. 	Sewer Commission, Economic Development Committee, Board of Selectmen, Tyngsborough Water District, Town Meeting
BU/Sycamore Networks Study Area	
<ul style="list-style-type: none"> Continue to address water and sewer infrastructure needs. 	Sewer Commission, Economic Development Committee, Board of Selectmen, Tyngsborough Water District, Town Meeting

Table 3: Long-Term Action Items and Implementation Responsibility

Action Item	Implementation Responsibility
General Recommendations	
<ul style="list-style-type: none"> Continue to address water and sewer infrastructure needs. 	Sewer Commission, Economic Development Committee, Board of Selectmen, Tyngsborough Water District, Town Meeting
<ul style="list-style-type: none"> Prepare an updated Economic Development Plan. 	Economic Development Committee
Middlesex Road Study Area	
<ul style="list-style-type: none"> Continue to address sewer infrastructure needs. 	Sewer Commission, Economic Development Committee, Board of Selectmen, Town Meeting
<ul style="list-style-type: none"> Work with MassHighway on issues related to the construction of a second river crossing. 	Board of Selectmen, Economic Development Committee
Town Center	
<ul style="list-style-type: none"> Establish a local historic district. 	Board of Selectmen, Historic Commission, Town Meeting

Table 3: Long-Term Action Items and Implementation Responsibility (cont'd)

Action Item		Implementation Responsibility
<ul style="list-style-type: none"> Create a commercial node in the vicinity of the intersection of Middlesex Road and Westford Road. 		Board of Selectmen, Economic Development Committee, Planning Board, Town Meeting
<ul style="list-style-type: none"> Continue to address sewer infrastructure needs. 		Sewer Commission, Economic Development Committee, Board of Selectmen, Town Meeting
Westford Road Study Area		
<ul style="list-style-type: none"> Address water and sewer infrastructure needs. 		Sewer Commission, Economic Development Committee, Board of Selectmen, Tyngsborough Water District, Town Meeting
East Tyngsborough Study Area		
<ul style="list-style-type: none"> Work with MassHighway on issues related to the construction of a second river crossing, including providing access to the Merrimack River, construction of a riverwalk, and pedestrian access between the Town Center and East Tyngsborough. 		Board of Selectmen, Economic Development Committee, MassHighway
<ul style="list-style-type: none"> Continue to address water and sewer infrastructure needs. 		Sewer Commission, Economic Development Committee, Board of Selectmen, Tyngsborough Water District, Town Meeting
Kendall Road/Cummings Road Study Area		
<ul style="list-style-type: none"> Continue to address water and sewer infrastructure needs. 		Sewer Commission, Economic Development Committee, Board of Selectmen, Tyngsborough Water District, Town Meeting
BU/Sycamore Networks Study Area		
<ul style="list-style-type: none"> Continue to address water and sewer infrastructure needs. 		Sewer Commission, Economic Development Committee, Board of Selectmen, Tyngsborough Water District, Town Meeting

The Action Items outlined above provide a framework that the community should utilize as a guide to implementing the recommendations contained within the Economic Development Plan. In order for the Town to successfully attract and support economic investment, there are key issues that will need to be addressed as soon as possible. In addition to providing key professional staff, as discussed earlier in this section, the Town must also address the lack of sewer and water infrastructure within most of the study areas, which currently hinders economic development initiatives and puts Tyngsborough at a competitive disadvantage compared with other communities.

Town leaders and the local legislative delegation have demonstrated a commitment to fostering an economic development program through the preparation of this document. A key challenge for the community will be to ensure that the document is utilized, along with the region's CEDS document and the Town's Master Plan, to prioritize future investment decisions. Implementation of the plan will be a gradual and continuous process, and it is imperative that all of the partners identified in the plan work cooperatively to implement the action items outlined in this section. The benefits to the community will be measured not only in increased tax revenues, but also in new job opportunities and an improved quality of life for the town's residents.